



# ***Federal IT Spending and The President's Management Agenda: The Pathway to a Government that Delivers Results***

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# Expanding E-Government Enables the U.S. Federal Government to Move From Agency-centered to Citizen-centered

**The Vision:** an order of magnitude improvement in the federal government's value to the citizen; with decisions in minutes or hours, not weeks or months.

**E-Government Definition:** the use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery.

## **The Principles:**

- ❑ ***Citizen-Centered, Results-Oriented, Market-based***
- ❑ ***Integral component of President's Management Agenda***
- ❑ ***Simplify and Unify***

*"Government likes to begin things - to declare grand new programs and causes. But good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises."* President George W. Bush



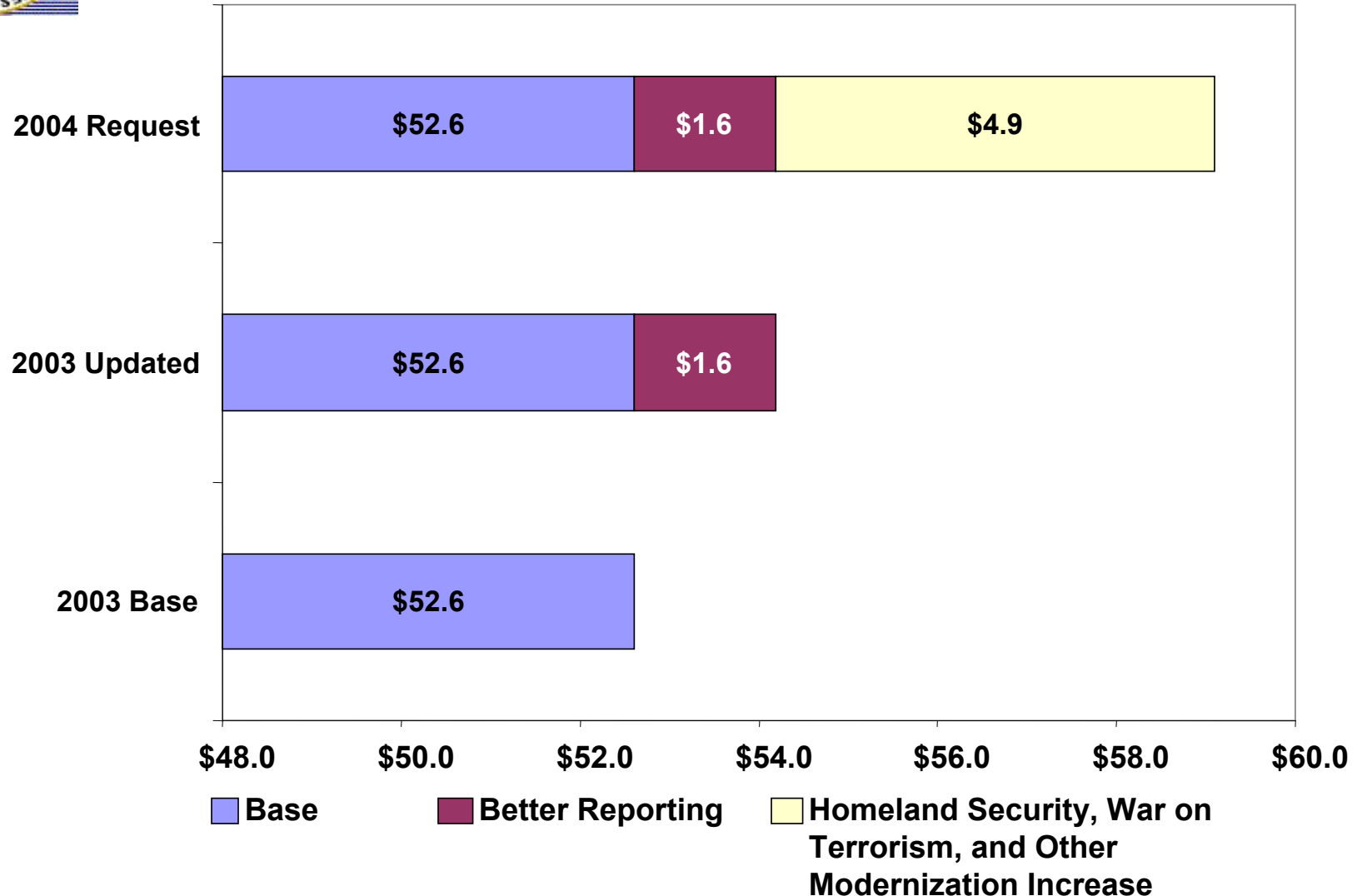
## The E-Government Initiative Is Focused on Results that Matter to the Citizen

- **E-Gov is making government more responsive to citizens. Electronic commerce and Internet technology have made daily tasks easier and quicker and the U.S. government is working to do the same internally and in providing service for U.S. citizens.**
- E-Gov gets agencies to use **modern, trustworthy** technologies to become more **productive** and **respond** faster and better to the needs of American citizens.
- E-Gov gets agencies to use e-business tools to lessen paperwork burdens and become more efficient.
- E-Gov provides tools for all levels – local, state and federal – of government to work better together.
- Under the E-Gov Initiative, government websites are already providing an **easier, smarter, faster** way citizens to get the services and information they want. And there are more exciting innovations to come.



# Federal IT Investment Portfolio for 2004: Requested at \$59 Billion

(dollars in billions)



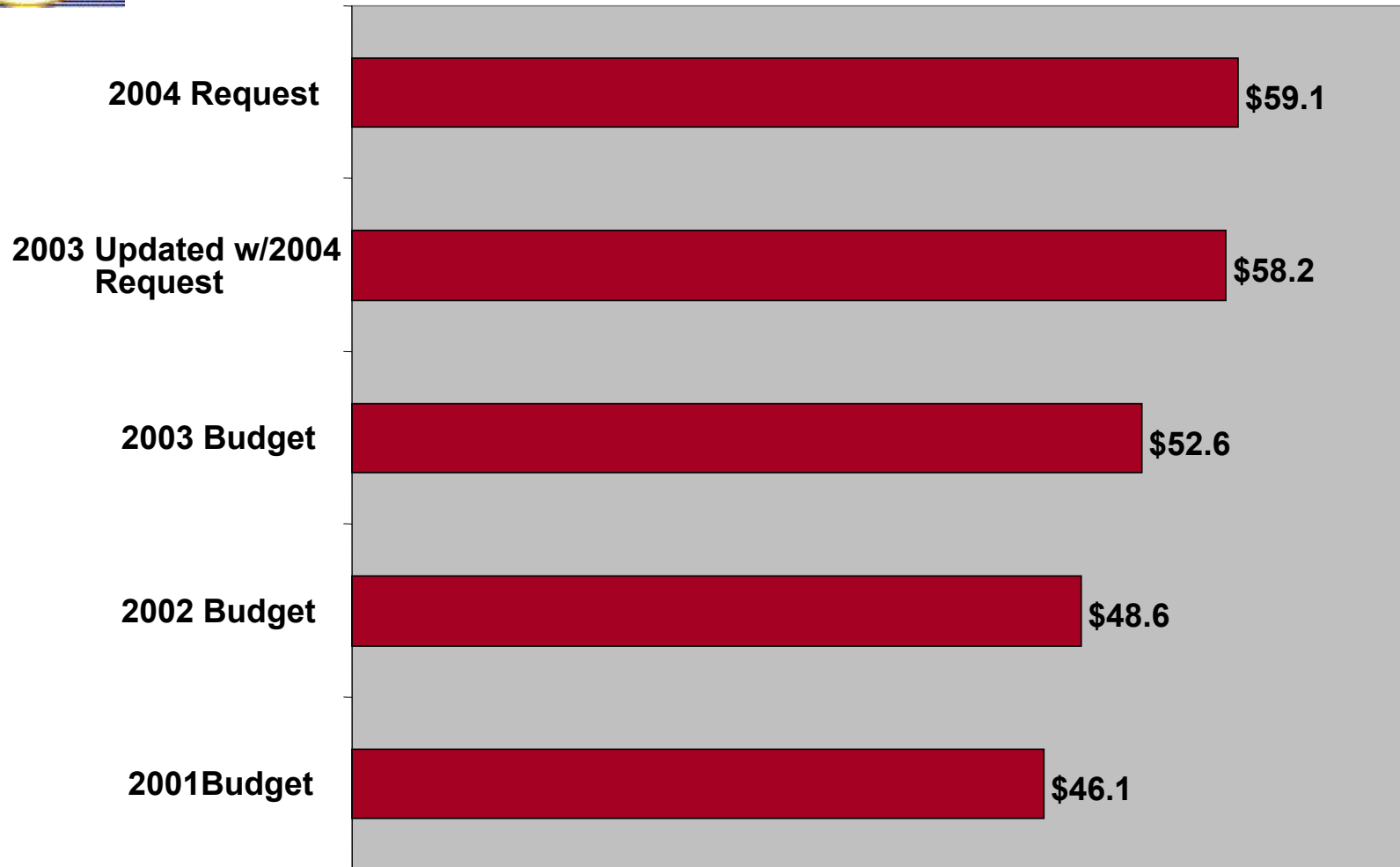


# Key Elements Of The FY03 and FY04 IT Agenda

- ***Driving results & productivity growth: IT and management reform investments that create an order of magnitude improvement in value to the citizen, especially homeland security info sharing and knowledge flow***
- ***IT Cost Controls: Consolidation of redundant and overlapping investments, Enterprise Licensing, Fixing cost overruns, Competing away excess IT Services charges***
- ***E-Gov Act implementation: Governmentwide architecture governance, including web-based strategies for improving access to high quality information and services***
- ***Cyber Security: Desktop, data, applications, networks, threat and vulnerability focused, business continuity, privacy protection***
- ***IT workforce: Obtain needed project management, CIO staff and architects that have a Passion for Solutions for success in leveraging IT spending for strategic results; versus piecemeal, redundant, poorly defined and technology-focused IT investments***



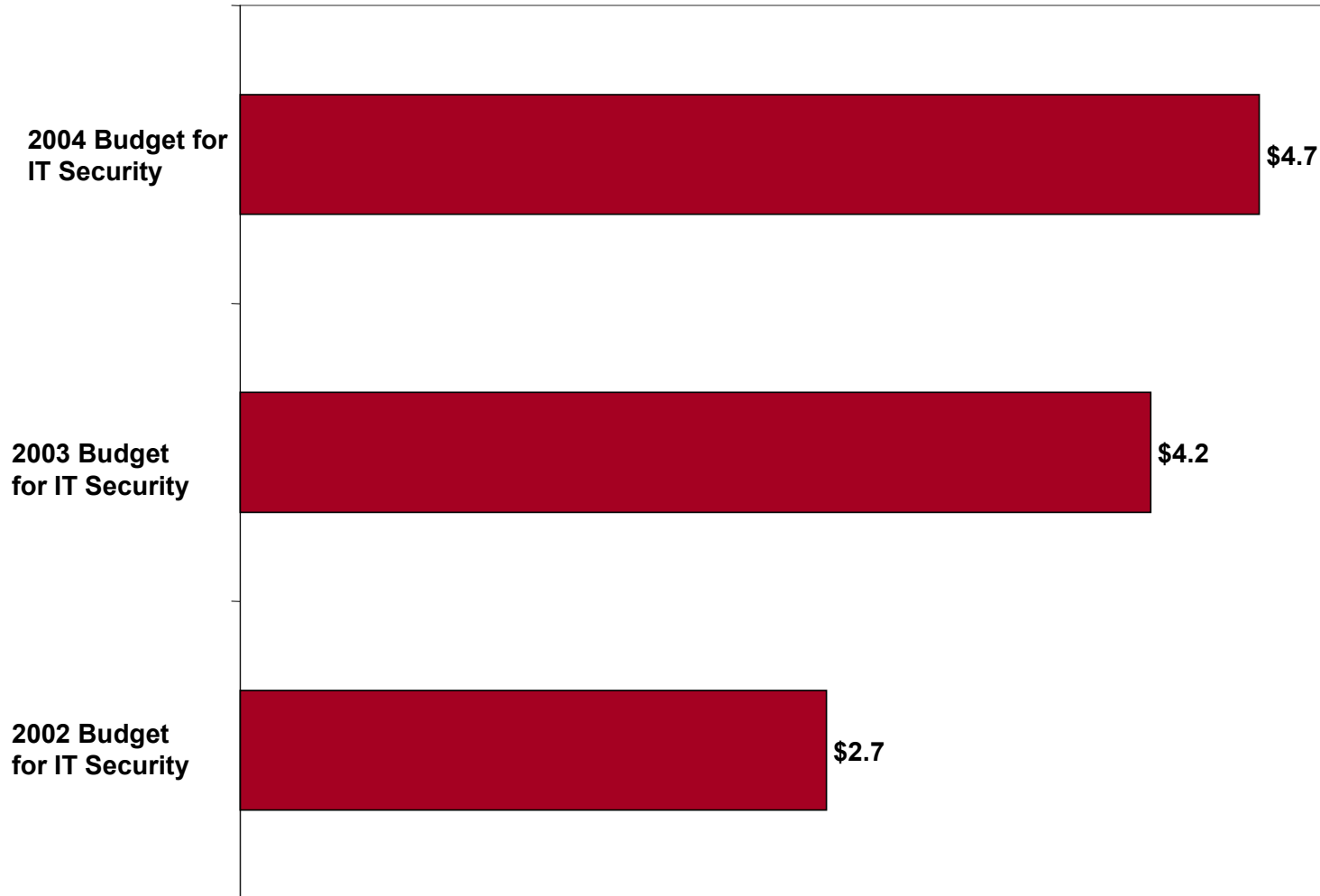
# Federal IT Spending Will Continue to Grow in FY 2004 (IT Spending in \$ billions)





# Estimated Spending for IT Security

(dollars in billions)

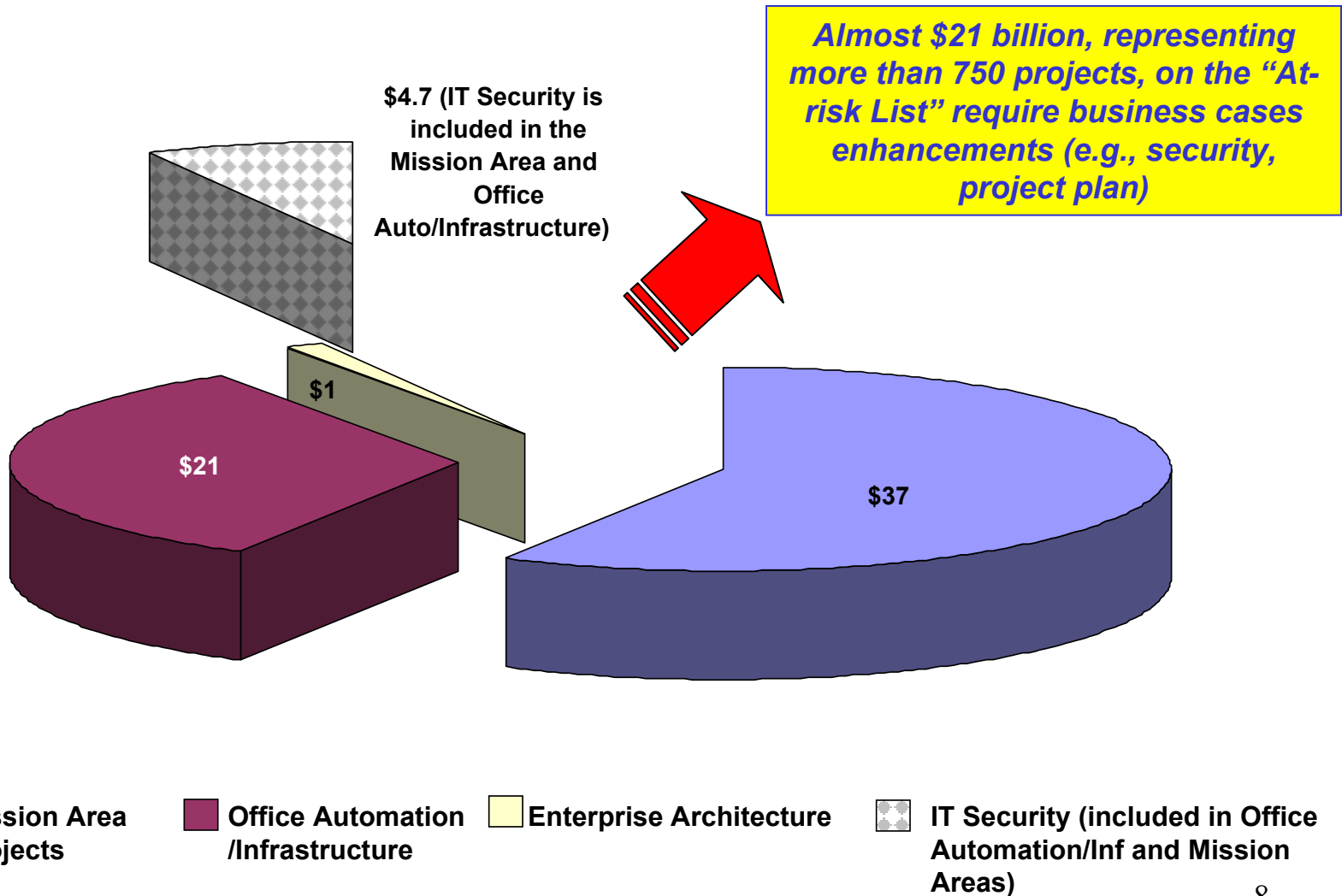




# 2004 Budget Federal IT Investment Portfolio

## \$59 Billion

(dollars in billions)







# Achieving Results from IT:

## The 2004 Budget continues focus on Six Chronic Problems the Bush Administration Found

**Paving Cowpaths:** Agencies automated management problems, instead of leveraging e-business to fix them

**Redundant Buying:** Multiple agencies bought the same item, instead driving economies of scale or creating one-stop points of service

**Program Management:** Few delivered on time, on budget

**Poor Modernization Blueprints:** Few agencies had a business-driven enterprise architectures, a roadmap that showed what IT investments will be used to better improve performance

### **Islands of Automation:**

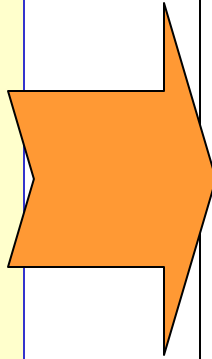
- Citizens had to deal with multiple agencies (22,000 websites) to get service, instead of a single point of service website or call center
- Agencies could not easily collaborate for key missions like Homeland Security.

**Poor Cyber Security:** IT security was seen as an IT or funding issue, instead of agency management issue



# Investments Decisions Are Made Using a Business Case

- **Quantifiable, Strategic Mission Value and Features/functions for User**
- **Critical Success Factors (especially linkage to EA)**
- **Process, Organization, and IT Alternatives**
- **Benefit/Cost/Risk Assessment**
- **Security Plans**
- **Project Management Organization and Plans (Acquisition, EVMS, WBS/Milestones, Risk Management)**



## FORM 300

Part I: Summary of Spending For Project Stages

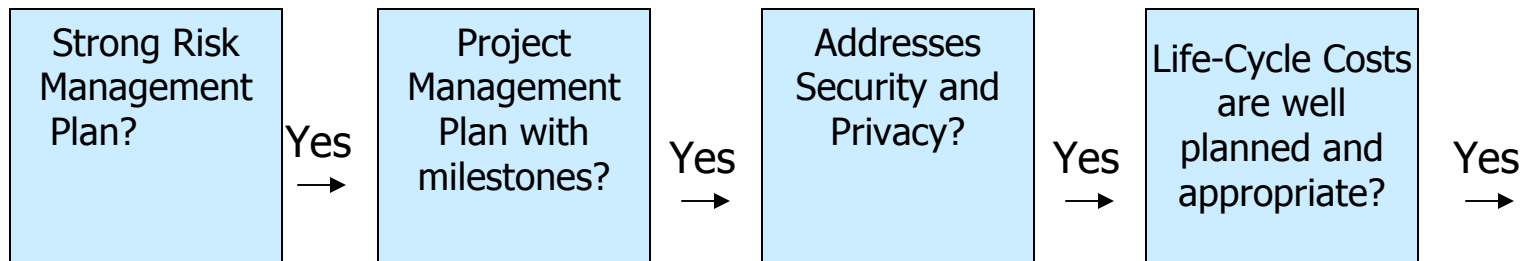
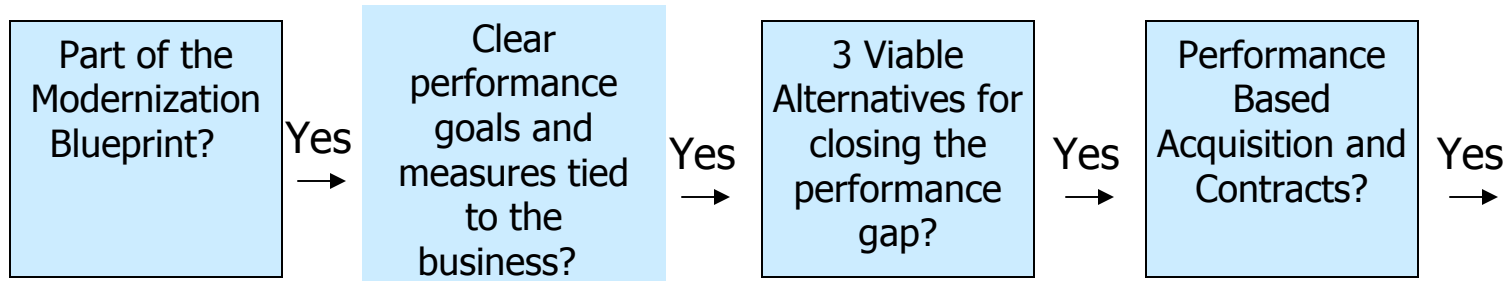
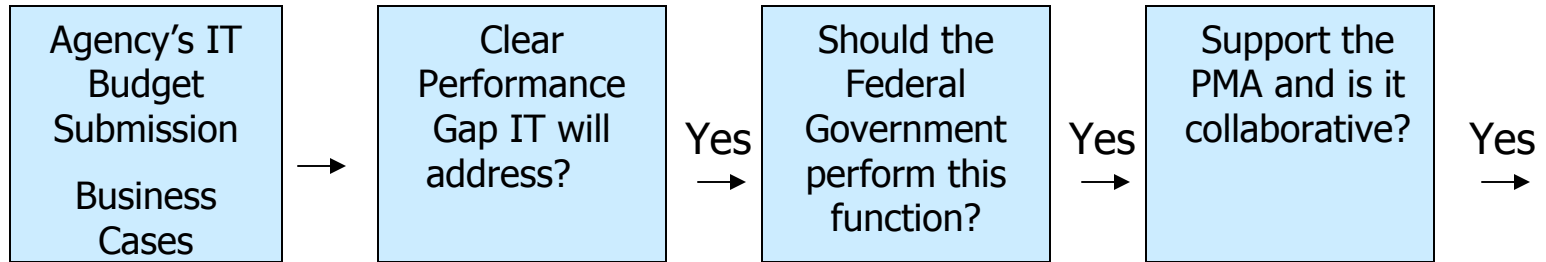
Part II: Justification and Other Information

- A. Justification
- B. Program Management
- C. Acquisition Strategy
- D. Alternatives Analysis and Risk Management
- E. Enterprise Architecture
- F. IT Security

Part III: Cost, Schedule, and Performance Goals



# Business Cases Drive Performance Improvement





# The President's Budget Reflects Simplifying and Unifying Government Around the FEA BRM

On average 10 Cabinet Departments and agencies per Line of Business

On average 21 Cabinet Departments and agencies per Line of Business

All 24 Cabinet Departments and agencies per Line of Business

Telephone -Voice -Interactive    E-system to System/ Web Services    Public/Private Partnerships    Internet/Portal    Fax    Kiosk    Face to Face    Mail

**Government-to-Citizen Access Channels**

## Services to Citizens

### Program Admin

Public Asset Management  
Marketable Asset Management  
Defense & Nat'l Security Ops  
Diplomacy & Foreign Relations  
Disaster Management  
Domestic Economy  
Education  
Energy Management  
Insurance  
Public Health  
Recreation & National Resources  
Social Services  
R&D & Science

### Compliance

Regulated Activity Approval  
Consumer Safety  
Environmental Management  
Law Enforcement  
Legal  
Revenue Collection  
Trade (Import/Export)  
Transportation  
Workforce Management

Web Services    Telephone -Voice -Interactive    E-system to System    Public/Private Partnerships    Fax    Intranet/Portal    Face to Face    Mail

**Employee-to-Employee Access Channels**

## Support Delivery of Services

Legislative Management  
Business Management of Information  
IT Management  
Planning and Resource Allocation  
Regulatory Management

Controls and Oversight  
Public Affairs  
Internal Risk Management and Mitigation  
Federal Financial Assistance

### Inter-Agency

## Internal Operations / Infrastructure

### Intra-Agency

Human Resources, Financial Management Admin  
Supply Chain Management

Human Resources, Financial Management Admin  
Supply Chain Management

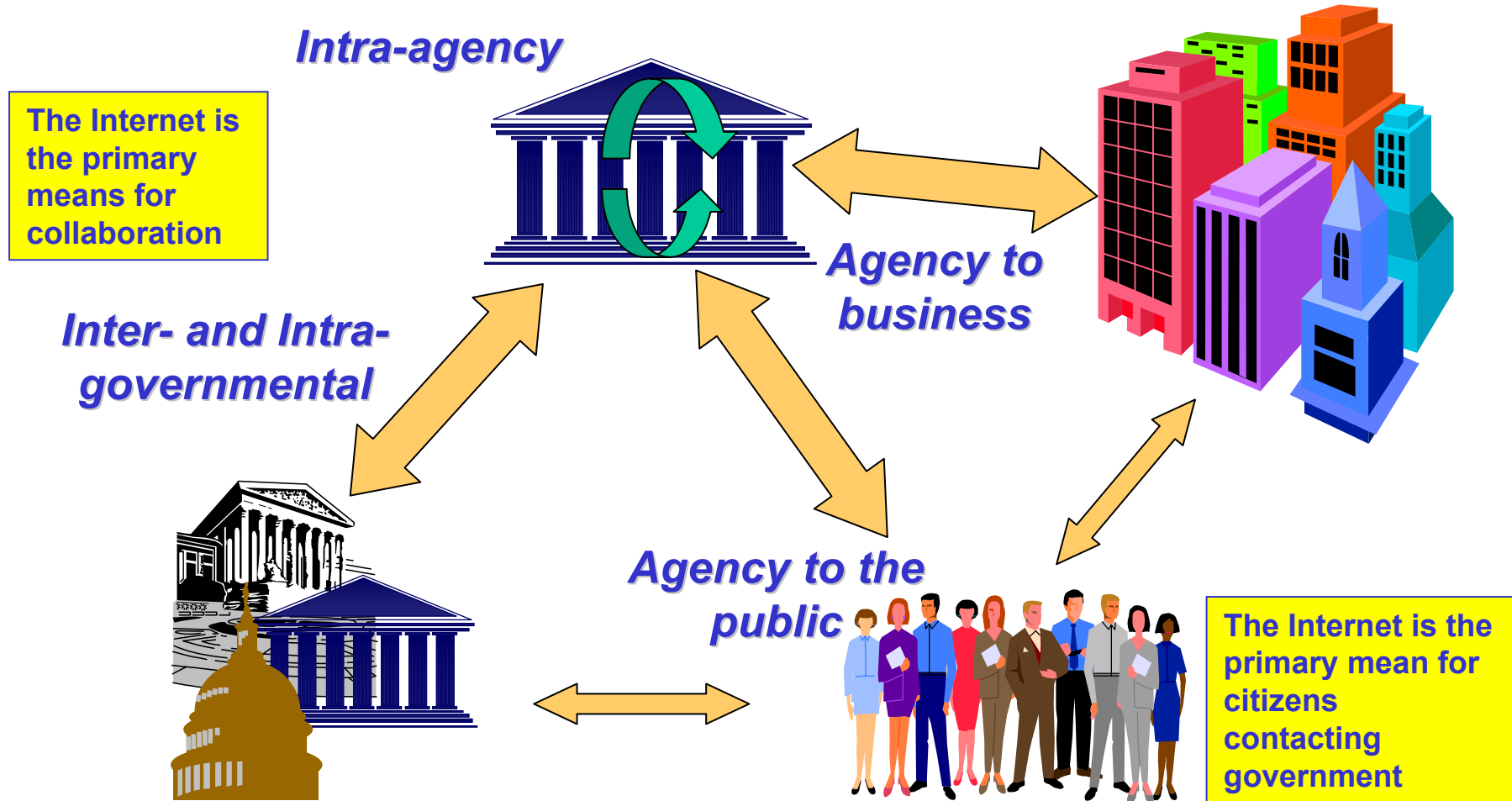


# **The Federal Government has a multi-Billion Dollar Consolidation Opportunity**

- **Citizen Centered: consolidation and migration to the 24 E-Government Initiatives**
- **Lines of Business: Overlap and leverage assessment on IT spending for Common Functions (focus on 6 -- Financial Management, Human Resources, Data and Statistics Development, Public Health Information, Criminal Investigations, Public Health Monitoring)**
- **Office Automation and Infrastructure: leveraging enterprise licensing and buying at commercial benchmarks or less**

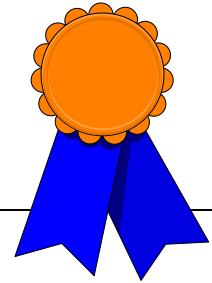
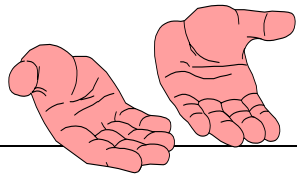


# Why We Focus on E-government, and not Just IT:

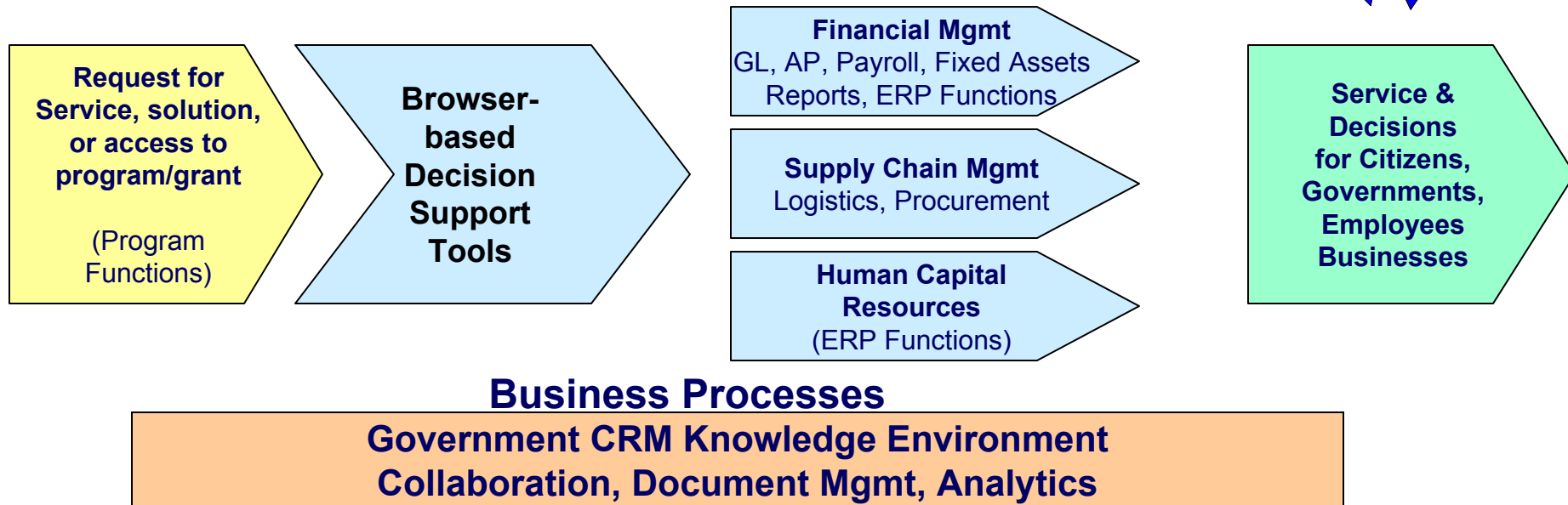




# Building the Citizen-Centered Delivery Channel: Integrated Information and Online Tools Will Provide Ability to Best Respond to Citizen Needs



## Enterprise Resources Value Chain





# **Citizen Want Government to Service Their Needs, on Their Terms**

## **Pew Report: The Rise of the eCitizen: How people use Government Agencies' Web-Sites - April, '02**

- **“Citizens on-line are learning to demand answers at Internet speed.”**
- **68 Million American adults have used government Web sites – a sharp increase from 40 million in March 2000**

[http://www.pewinternet.org/reports/pdfs/PIP\\_Govt\\_Website\\_Rpt.pdf](http://www.pewinternet.org/reports/pdfs/PIP_Govt_Website_Rpt.pdf)

## **Council for Excellence in Government: E-Government: To Connect, Protect and Serve – Feb. 26, 2002**

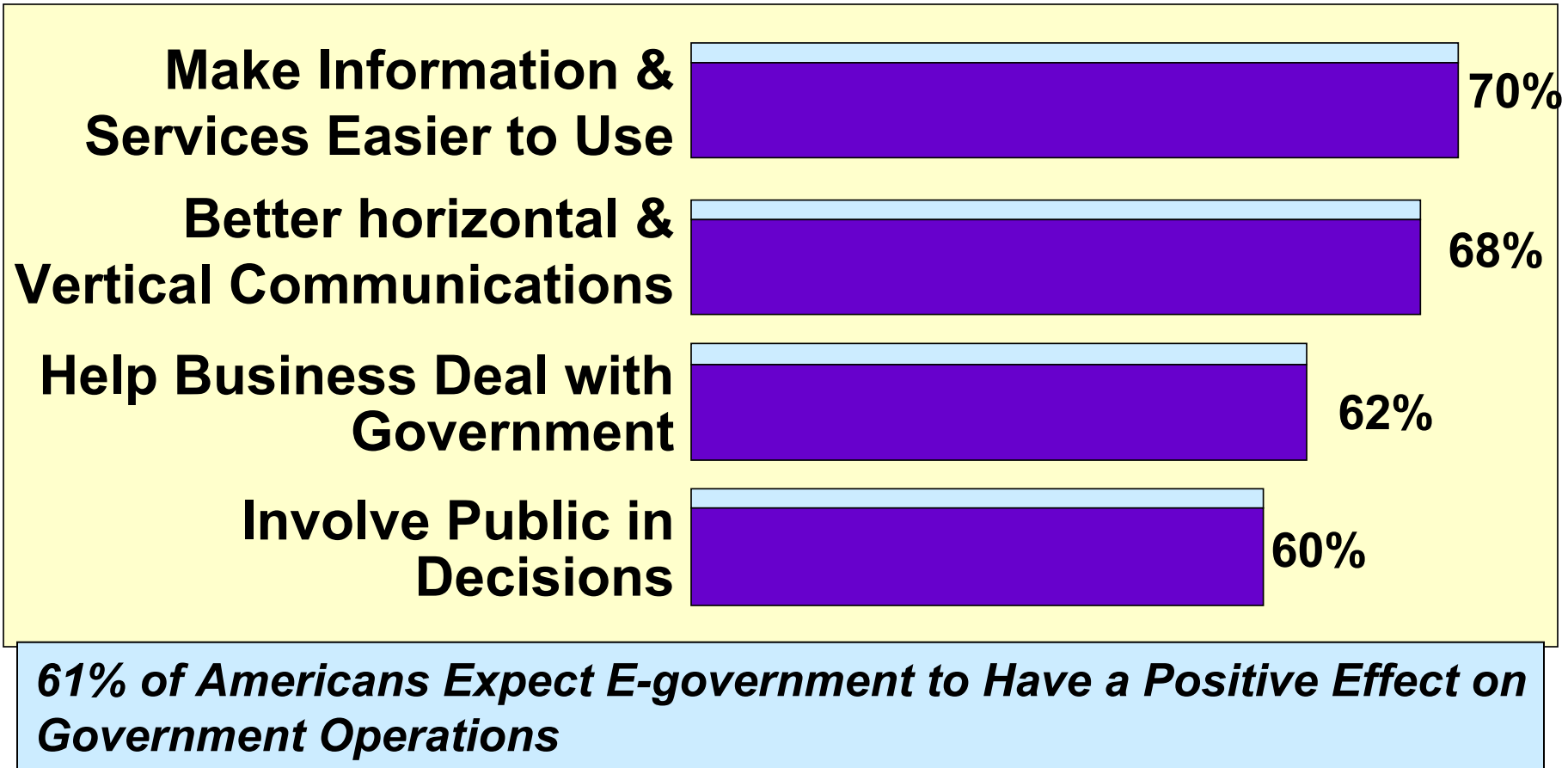
**Citizens overwhelmingly believe that E-Government leads to better government.**

<http://www.excelgov.org/techcon/0225poll/report.PDF>





# Americans Expect Government to Transform Itself Using IT



Source: Hart-Teeter Survey, in *E-Government: To Connect, Protect and Serve*, CEG, Feb. 26, 2002



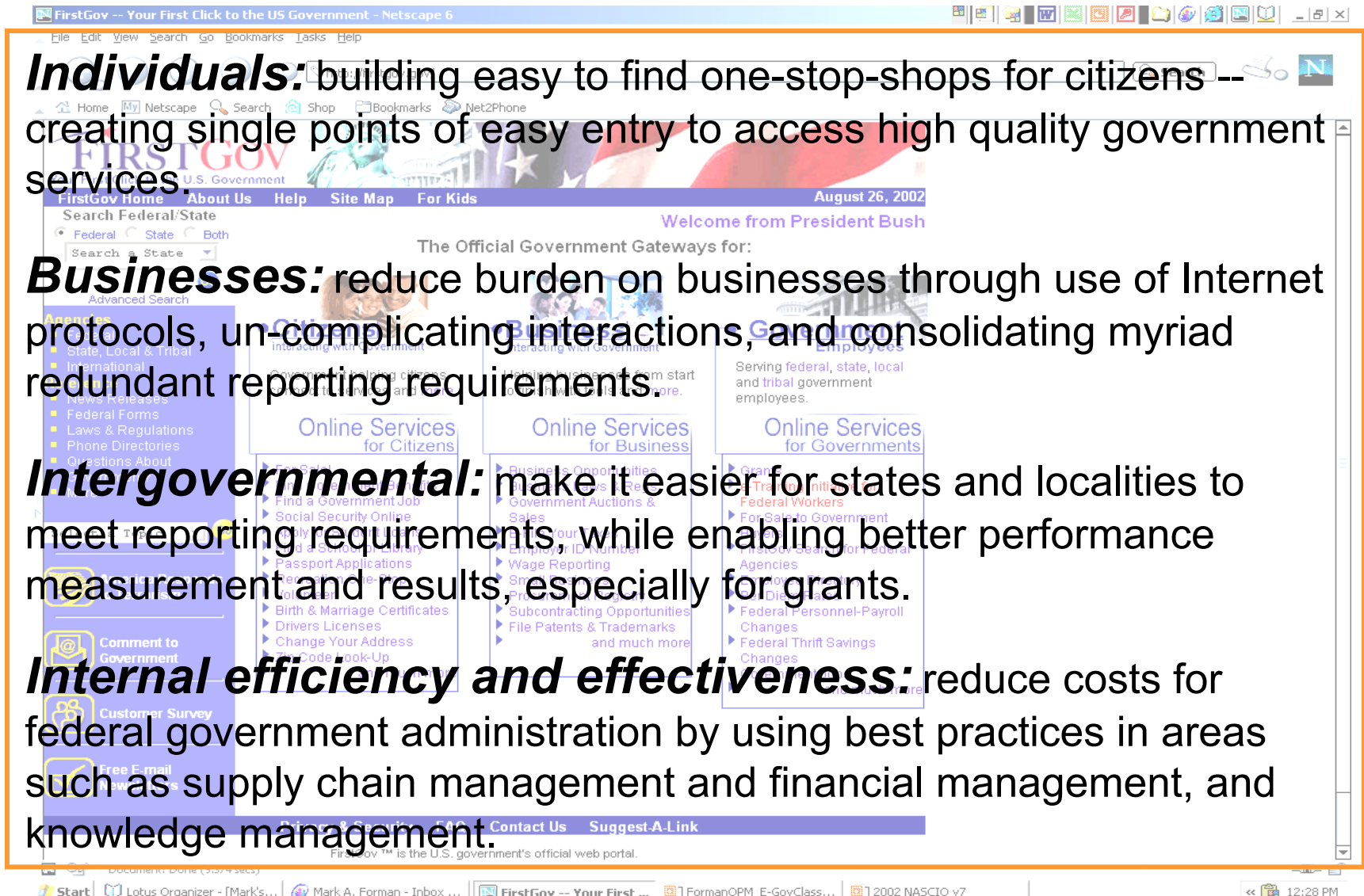
# Lesson Learned: Government must focus E-Government and IT investments on Citizen Wants and Needs

**Individuals:** building easy to find one-stop-shops for citizens -- creating single points of easy entry to access high quality government services.

**Businesses:** reduce burden on businesses through use of Internet protocols, un-complicating interactions, and consolidating myriad redundant reporting requirements.

**Intergovernmental:** make it easier for states and localities to meet reporting requirements, while enabling better performance measurement and results, especially for grants.

**Internal efficiency and effectiveness:** reduce costs for federal government administration by using best practices in areas such as supply chain management and financial management, and knowledge management.





# E-Government Initiatives and Managing Partners

## Government to Citizen

1. USA Service
2. Free File
3. Online Access for Loans
4. Recreation One Stop
5. Eligibility Assistance Online

Managing  
Partner

GSA  
TREAS  
DoEd  
DOI  
Labor

## Government to Business

1. Federal Asset Sales
2. Online Rulemaking Management
3. Simplified and Unified Tax and Wage Reporting
4. Consolidated Health Informatics (business case)
5. Business Compliance One Stop
6. International Trade Process Streamlining

Managing  
Partner

GSA  
EPA  
  
Treas  
  
HHS  
  
SBA  
  
DOC

## E-Authentication

## Government to Government

1. e-Vital (business case)
2. e-Grants
3. Disaster Assistance and Crisis Response
4. Geospatial Information One Stop
5. Wireless Networks

Managing  
Partner

SSA  
HHS  
FEMA  
  
DOI  
  
FEMA

## Internal Effectiveness and Efficiency

1. e-Training
2. Recruitment One Stop
3. Enterprise HR Integration
4. e-Travel
5. Integrated Acquisition
6. e-Records Management
7. Payroll Processing

Managing  
Partner

OPM  
OPM  
OPM  
GSA  
GSA  
NARA  
OPM



# **Crossing Islands of Automation:**

## **Strategic Alliances For Vertical and Horizontal Teamwork**

- **Key Project Components**
  - **Solution Architecture: Integrated Delivery Channel Components**
  - **Cross Agency Process (either integrate existing parallel processes or define a new integrated, simpler process)**
  - **Program Management: Project Plan, Risk Management Plan, Solution Architecture, Earned Value, PM and Solution Architect**
  - **Business Models (to be vision and operations)**
  - **Migration to joint solution: multi-faceted**
- **Financing Strategy Integration with Management of Change**
  - **New Funding and dis-intermediate**
  - **Consolidation of Workplans or investments being acquired for Like Purpose**
  - **Consolidation of External-facing Transactions Platforms**
- **Multi-Agency Executive Support: Political and Career Support in line with revised roles, responsibilities**



# Example: Social Service Benefits used to be “more than 1000” clicks to service

FirstGov -- Your First Click to the US Government - Netscape 6

File Edit View Search Go Bookmarks Tasks Help

Back Forward Reload Stop  Search Print

Home Netscape Search Shop Bookmarks

**FIRSTGOV.gov**  
The U.S. Government's Official Web Portal

FirstGov Home About Us Help Site Map For Kids

**Search Government Websites**

[Advanced Search](#)

☒ Federal ☐ State  ☐ Both

Your **Federal** search for "**benefits**" returned more than 1000 relevant results. If needed, see [tips](#) for help in narrowing your search.

- Burial & Memorial Benefits**  
...Sacred Trust" What's New About NCA History Cemeteries Burial **Benefits** Headstones and Markers Presidential Memorial Certificates Military...Military Records & Medals FAQs Site Map VA Seal Burial & Memorial **Benefits** National Cemetery Administration Welcome to the Dept. of Veterans...  
<http://www.cem.va.gov/>
- Compliance Manual Chapter 3: Benefits**  
...issuance of Section 3 of the new Compliance Manual on "Employee **Benefits**." The section provides guidance and instructions for investigating...issues that arise with regard to life and health insurance **benefits**, long-term and short-term disability **benefits**, severance **benefits**...  
<http://www.eeoc.gov/docs/benefits.html>
- Thalidomide: Potential Benefits and Risks (CBM 97-4)**  
...Current Bibliographies in Medicine 97-4 Thalidomide: Potential **Benefits** and Risks January 1963 through July 1997 1495 Citations Prepared...Introduction Sample Citations Bibliography: OVERVIEW OF THALIDOMIDE **BENEFITS** AND RISKS HISTORICAL PERSPECTIVES OF THALIDOMIDE USAGE PHARMACOLOGY...  
<http://www.nlm.nih.gov/pubs/cbm/thalidomide.html>
- Veterans Benefits - Education and Training**  
Eligibility The Montgomery GI Bill (Active Duty), also known as Chapter 30, is a program of education benefits generally for individuals who enter active duty for the first time after June 30, 1985. Active duty for benefit purposes includes full-time National

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Start Welcome to AT&T ... Exploring - Microsoft... Microsoft PowerPoi... FirstGov -- Your... Control Panel 10:20 PM



Now, it takes 3 clicks at most to find programs  
The next iteration will focus on an integrated application form

GovBenefits - Home - Netscape 6

File Edit View Search Go Bookmarks Tasks Help

Back Forward Reload Stop  Search Print

Home Netscape Search Shop Bookmarks

# GovBenefits

helps you find government benefits

Searching for a Specific Benefits Program?

[Search Tips](#)

Home  
About GovBenefits  
Frequently Asked Questions  
Other Resources  
Site Feedback  
GovBenefits Program List

— GovBenefits —  
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[Privacy and Security](#)  
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[Paperwork Reduction Act](#)

1 Select Categories 2 Answer Questions 3 Use Benefits List

Select all Categories that apply to you (or the person you are helping)

I am...

<input type="checkbox"/> A Child/Youth/Young Adult (under age 22)	<input type="checkbox"/> In the Military (including Reservists)
<input type="checkbox"/> A Dependent	<input type="checkbox"/> A Parent/Caregiver
<input type="checkbox"/> An Education Professional	<input type="checkbox"/> A Person with a Disability
<input type="checkbox"/> A Farmer/Rancher/Farmworker	<input type="checkbox"/> A Senior Citizen (over age 54)
<input type="checkbox"/> A Health Professional	<input type="checkbox"/> A Student (former, current, or prospective)
<input type="checkbox"/> A Home/Property Owner (current or future)	<input type="checkbox"/> Unemployed/Looking for a Job
<input type="checkbox"/> Injured/Sick	<input type="checkbox"/> A Veteran
<input type="checkbox"/> A Law Enforcement Officer	<input type="checkbox"/> A Victim (disaster, violence, abuse, crime)
<input type="checkbox"/> A Low-Income Person	<input type="checkbox"/> A Widow(er)/Surviving Dependent

Choose the type of program list you want to see

☒ Personalized List - Answer ☐ Category List - Or, skip the

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Start Welcome ... Exploring ... Microsoft ... GovBen...

10:12 PM





# Where are we headed & how do we link together?

- **Developing a modernization blueprint**
  - Component-based enterprise architecture that addresses the business lines, data, information, and technology necessary to meet our missions, within and across departments
  - CIO Council/OMB Analysis identifying internal/external interrelationships and interdependencies at each layer
  - Both the Federal government and NASCIO are building enterprise architectures (<http://www.feapmo.gov/> & <https://www.nascio.org/hotIssues/EA/>)
- **Privacy and security are key components of this architecture**
- **Unify and Simplify:**
  - Within lines of Business, Across traditional silos using “buy once-use many” and “collect once, us many”
  - Around citizen needs using citizen-centered initiatives reduce cycle time or burden, and improve results quality



## **E-Government Phase 2 Requires “Breakthrough Performance”**

- A new level of performance, not predictable based on past performance
- Outcomes are concrete, measurable, and important to those affected by the program or activity
- Requires a new way of thinking --  
Focused on Problem Solving

*Source: Jonathan Breul, March 2002*





## E-Government Phase 2:

**Citizens See Results: “My Government. My Terms”** -- visibly better;

- RESPONSIVENESS: Decisions in minutes or hours, not weeks
- BURDEN REDUCTION and Simplification:
  - No need for expensive help to make a government filing
  - Businesses do not have submit the same data multiple times
- The Federal government can report immediately how much grant money goes to a state or Congressional District, instead of taking two months
- State and local emergency personnel can team with federal agencies to more quickly respond, with measurable savings of lives and property
- Citizens can review and comply with a proposed rule or regulation without needing a law degree

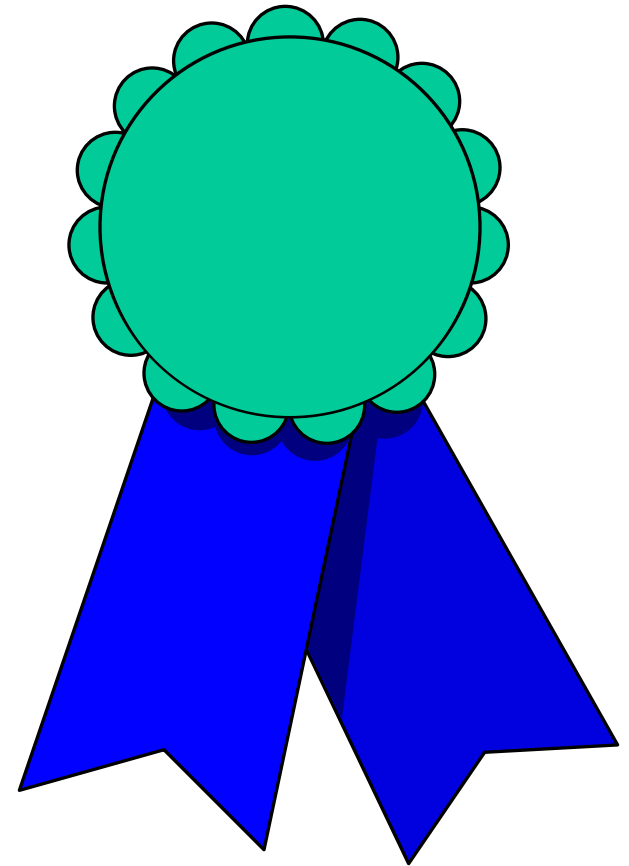
**Government is noticeably more simple and responsive to citizens, including security and privacy**

**Agencies use teamwork and share IT, versus wasting resources buying or building their own version of an IT system (consolidate around customer)**



## **Governance Structures that Last: Each Cabinet-level Department and Agency is Rated Quarterly**

- **Agency E-government Progress**
  - Modernization Blueprint -- Enterprise Architecture
  - Business Cases -- Capital Planning and Investment Control
  - IT Program Management
  - IT Security
- **Agency is a Solution Partner in Multi-agency E-Government Initiatives (3 of 4 Citizen-centered groups)**





# **In Conclusion, Success Requires A Passion for Solutions**

- **Measures of success linked to program performance**
- **Successful Management of Change Requires Innovation**
- **Transform: Unify and simplify around customer needs**
- **Address chronic problems, don't ignore them, e.g.:**
  - **Good ideas that lack proper security and business case**
  - **Opportunities to leverage partially funded, redundant IT initiatives to get full benefit**
- **Prevent focus on just Web enabling**